

## Agency 2008 Workforce Plan

Submitted by:

Texas Board of Chiropractic Examiners  
333 Guadalupe, Suite 3-825  
Austin, Texas 78701

Glenn Parker, Executive Director

# TEXAS BOARD OF CHIROPRACTIC EXAMINERS

## AGENCY WORKFORCE PLAN 2008 for Fiscal Years 2009 -2013

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Note: This document matches the Workforce Plan that was submitted by the Texas Board of Chiropractic Examiners as Appendix F of the 2009 – 2013 Strategic Plan.

### **Current Workforce Profile**

#### **A. Critical Workforce Skills**

The Board of Chiropractic Examiners is a small state agency with an authorized workforce of eight-and-one-half Full-Time Equivalent employees. Because of the agency's small size it is important that each employee have good general office skills and also have additional specific knowledge and skills related to his or her particular area of responsibility.

Some essential skills are listed below:

1. Knowledge of applicable statutes and rules.
2. Knowledge of state accounting and purchasing rules and procedures.
3. Knowledge of their specific area such as initial licensing, license renewals, complaint processing, investigative techniques, and open records requests.
4. Commitment to customer service.
5. Willingness to cross train and develop skills to back-up fellow employees.
6. Skill in working with agency computer software and databases.
7. Willingness to acquire new skills as needs develop in the agency.
8. Good communication skills.
9. Skill in analyzing and solving problems.
10. Ability to produce large volumes of accurate work under time pressure.

#### **B. Workforce Demographics**

The following table presents a profile of the agency's workforce as of July, 2008.

Agency Employees By Gender	Hispanic	African American	Anglo	Total	Total %
Female	2	0	4	6	67%
Male	0	0	3	3	33%
Total	2	0	7	9	100%
Percent of Total	22%	0%	78%	100%	

Two-thirds of the agency's employees are over the age of 50. One employee is under the age of 30. The most senior employee has four years of experience with the agency but that employee will be retiring by the end of FY 2008. One other employee has three years of experience with the agency. Most employees have had at least five or more years of experience with the state or other government agencies. After a period of instability in 2005-2006, the agency has had much better employee retention for 2007 and expects this positive trend to continue for the next 3-5 years.

### **C. Employee Turnover**

Establishing an experienced, stable workforce is important for any organization. The Board of Chiropractic Examiners had a high turnover ratio during Fiscal Year 2006, but has since become much more stable. A new Executive Director was hired in May of 2006 and has hired six of the eight current employees, excluding himself. The only employees who have left the agency in the last two years have done so because they either retired or took a job at much higher pay elsewhere. For the next five years, turnover is expected to be driven primarily by employees who leave because they find better opportunities and higher pay at other state agencies.

### **D. Retirement Eligibility**

Two employees are either eligible to retire now or will be eligible to retire within the next five years. The agency expects to lose one of those employees to retirement before the end of Fiscal Year 2008. The other is expected to stay with the agency even if he chooses to retire and return to work. In addition, two other current employees are state retirees from other agencies who have chosen to return to work at the Chiropractic Board.

### **Future Workforce Profile**

These are the changes the TBCE anticipates in its workforce.

#### **A. Critical Functions**

The agency expects to create a full-time position for one current part-time employee who has programming skills necessary to maintain and develop the agency's database. No other changes in the critical functions to be performed by staff are expected.

#### **B. Expected Workforce Changes**

1. The agency expects the average age of its workers to continue to increase over the next five years.
2. Employees, both current and future, will become more adept in using current technology.

#### **C. Anticipated Increase/Decrease in Number of Employees Needed to Do the Work**

1. To properly carry out its responsibilities the agency will request five (5) or more additional employees in the next five years (probably in FY 2010), especially to support its enforcement function and to provide additional support for the Executive Director. Positions that may be added are: (1) an attorney to serve as General Counsel and help prosecute cases; (2) a legal assistant for the attorney; (3) a administrative assistant for the Executive Director; and (4) two investigators.
2. Additional increased demands on the workforce will be meet by changes in operations and better use of technology.

#### **D. Additional Critical Competencies**

The agency relies on competent and knowledgeable staff to fulfill its obligation to protect the public. In addition to the critical competencies listed earlier, there are additional ones that are essential for future positions:

1. Ability to set goals,
2. Ability to be self-directed, and
3. Ability to take ownership of responsibilities within agency guidelines.

## **Gap Analysis**

### **A. Anticipated Surplus or Shortage of Workers or Skills**

After analyzing the workforce information, the agency has determined that there are four primary gaps between the agency's current workforce supply and demand that must be addressed, as follows:

1. The agency needs its own attorney and a legal assistant for that person. The Chiropractic Board is one of the very few Health Professions Council agencies that do not have their own attorney. The agency must rely on one or more Assistant Attorneys General from the Office of the Attorney General for all agency legal needs including participating in informal conferences to resolve complaints, taking cases to SOAH and creating or revising agency rules. Establishing an in-house attorney position, with a legal assistant, is of vital importance.
2. The Executive Director needs a highly competent administrative assistant to assist him in carrying out his duties in managing the agency. The E.D. currently is forced to spend too much of his time in administrative tasks related to his job simply because they must be done and there is no one else available to do them. It is envisioned that the administrative assistant would carry most of the load in maintaining calendars, organizing files, planning and preparing for board meetings, drafting documents for preliminary review, and coordinating various jobs and projects under the direction of the Executive Director.
3. The agency needs two additional skilled investigators to help investigate and resolve complaints received by the agency, especially in the Dallas and Houston metropolitan areas. While it would be extremely helpful to hire an individual who is already knowledgeable about current practices in the chiropractic profession, it is most likely that these positions will be filled by individuals who have experience in law enforcement or other investigative backgrounds.
4. The agency needs to increase its systems analyst position from part-time to full-time. The agency's database is critical to the agency meeting its obligations to license individuals and to protect the public. A full-time analyst-programmer-database administrator is necessary for the agency to maintain its information technology support systems.

## **Strategy Development**

In order to address some of the deficits between the current workforce and future demands, the agency has developed several goals for the current workforce plan. These are based on a

range of factors identified through analyzing the agency and its workforce. The agency's workforce development plan can be grouped into two key areas.

**1. Continue to develop skills of current employees.**

**Goal:** Provide in-agency and off-site training for current employees.

**Rationale:** The training and development of current employees is critical to the success of the agency. It must analyze existing staff to determine which employees demonstrate the potential to develop new competencies and match the correct employee with the proper training best suited to develop his or her skills.

**Action Steps:**

- Identify new skill sets required as a result of program changes or technological advancements.
- Conduct assessment of the level of risk facing the agency regarding the potential loss of knowledge particularly in areas where there is a high turnover rate.
- Develop strategies to ensure that institutional knowledge is retained by promoting cross-training as an agency value.

**2. The agency has some difficulty in attracting and retaining skilled employees.**

**Goal:** Become an employer of choice.

**Rationale:** Finding and developing a workforce is just the beginning. If the agency is to recruit and retain the right workers in the right jobs at the right time, it must recognize that there is a competitive market for good workers and take appropriate actions. The agency will focus on rewarding good performance, providing a structured approach to staff development, creating a culture that supports innovation and excellence, and compensating staff fairly to the extent possible within the agency's limited budget.

**Action Steps:**

- Develop and implement plan to pay employees appropriately within the agency's budget limitations.
- Create a positive work environment in which employees know that they are appreciated and are empowered to do their jobs.
- Create opportunities that allow employees who are seeking new challenges to work on special projects or develop skills in new areas.
- Seek out state training opportunities for employees that are free to allow employees to continue to develop their skills.